

P A R C O L Y M P I Q U E

10 ans

D E P R É S E N C E

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Montréal, March 1, 1986

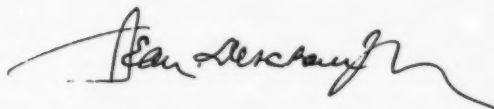
Mr. Gilles Rocheleau
Ministre délégué aux Services et Approvisionnements
and Responsible for the
Régie des installations olympiques
Government of Québec

Dear Sir

On behalf of the Board of Directors, and as President of the Régie, I hereby submit this tenth annual report of the Régie des installations olympiques.

This report was prepared in accordance with the provisions of Article 28 of the Act respecting the Régie des installations olympiques, and covers activities carried out at the Olympic Park during the 1984-1985 fiscal year, from November 1, 1984 to October 31, 1985.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read 'Jean Deschamps', with a stylized flourish extending to the right.

Jean Deschamps
President and General Manager

Highlights of the year

1985 marked an important date in the history of the Régie des installations olympiques: construction work was resumed to finish the Olympic Stadium mast and install a retractable roof. On March 15, 1985, one of the largest engineering firms in Canada, Lavalin, signed a contract for an amount of \$117.7 million to complete the facilities. The original design of French architect Roger Taillibert will be respected, but Lavalin will make the technical changes required to ensure the operation is a success. Needless to say, the work will satisfy the requirements of the Montréal building code, and we have obtained all the necessary formal guarantees to protect the interests of the people of Québec. The installation of the mobile roof, the largest of its kind ever built, represents a formidable challenge, and Lavalin was the only firm to accept it. The immense kevlar canvas that will form the roof of the Stadium should be operational by May 1987. The thousands of visitors who come to see the Stadium will be transported to the observation deck located at the top of the mast by a glass funicular railway car that will travel up its back.

In May 1985, Regroupement Loisir Québec and its 600 workers moved into offices the Régie had set up in previously unused space. This new tenant of the Olympic Park brings in additional revenues that improve the Régie's profitability.

Last summer, the Olympic Park was chosen as the site of gatherings of Alcoholics Anonymous and the Jehovah's Witnesses. The first group, comprising 30,800 people, spent a total of three days at the Stadium, while the latter held a four-day congress attended by 67,000 persons.

The highlights of the year must certainly include two major sports events: the XXIII^e Championnats mondiaux de gymnastique, which were held at the Velodrome, and the Championnats canadiens de natation, in the Pools. Since the 1976 Olympic Games, this kind of sports event has drawn the biggest crowds to the Pools and Velodrome.

Financial results

The Régie's operating revenues climbed to \$21.4 million in 1985, an increase of \$600,000 over 1984. This increase is due to the expansion of rental space in the Village and the Olympic Park. Expenditures, up 2.97% over 1984, stood at \$25.4 million, while no major budget variations were noted. The deficit of the Régie stood at \$4.4 million, or about the same as the \$4.3 million deficit in the previous year. Overall, results were good, mainly because special events, such as the congresses and championship sports events, managed to offset a further drop of 116,000 in attendance at baseball games. Lastly, it should be mentioned that the Government of Québec was required to contribute a subsidy of only \$2.6 million this year, while the balance of the deficit was absorbed by our surplus.

In 1985, revenues from the tobacco tax brought the Régie a total of \$112.9 million, down slightly from \$115 million in 1984. This money was used to pay interest on the debt, amounting to \$67.5 million, and the remainder covered payments on the Lavalin construction contract and pre-Olympic commitments. This means that in 1985, our financial statements as at October 31 reflect disbursements and advances of \$48.5 million for construction. We plan to finance the cost of completing the construction with income from the Special Olympic Fund, which is created with tobacco tax income and temporary borrowings.

In closing, it is interesting to note that in the summer of 1985, the Régie refinanced its long-term debt in Canadian dollars. Obligations totalling \$160 million were refinanced with Canadian institutions at more favorable interest rates.

The coming year

In 1986, the Régie will celebrate the tenth anniversary of the Olympic Games. In March, to commemorate ten years of the Olympic Park's existence, the Régie will bring together the personalities behind the various activities the Park has hosted over the past decade, and, in particular, honour ten of its major tenants and partners for outstanding contributions in their fields. Then, in the summer, formal ceremonies and sports events will evoke the glorious days of the Montréal Olympics, which were such a resounding success.

With gratitude

On September 25, 1985, the Government of Québec appointed Michel Carpentier, Assistant Deputy Minister, ministère du Tourisme, as a member of the Board of Directors where he will bring a whole new dimension. To his predecessor, Pierre Bernier, Deputy Minister, ministère du Loisir, de la Chasse et de la Pêche, we wish to convey our sincere appreciation for his acumen and judgment during the years he served on the Board of Directors.

I would like to take this opportunity to thank the Directors, who once again this year were so generous with their time and energies, for serving the Régie so selflessly. To the staff and my management personnel I would like to express the joy and satisfaction working with them has brought me.

March 1, 1986



Jean Deschamps
President.

**The Board of
Directors**

Mr. Jean Deschamps
President and General Manager

Mr. André Tétrault
Vice-President

Mrs. Monic Houde

Mr. Michel Carpentier*

Mr. O. Jean Gratton

Mr. Lucien Saulnier

Mr. André Thibodeau

Management**

Me Mireille Zigby
*Secretary and Vice-President,
Legal Affairs*

Mr. Jean-Pierre Payette
*Treasurer and Vice-President,
Administration*

Mr. Serge Talbot
Vice-President, Construction

Mrs. Louise Lemire***
*Vice-President,
Human Resources*

Mr. Robert Thériault
Vice-President, Operations

The position of Vice-President,
Marketing is currently vacant.

* Mr. Carpentier replaces
Mr. Pierre Bernier as
of September 25, 1985.

** As a result of a reorganization approved by the Board of Directors on October 24, 1985, the 5 major divisions will now be headed by Vice-Presidents, and a sixth Vice-President position (Operations) has been created.

*** Appointed on October 15,
1985.

The Régie des installations olympiques celebrated the tenth anniversary of its creation on November 20, 1985.

Anyone who sets eyes upon the Olympic Park today is justifiably impressed. The visitor's astonishment, inspired by the monumental size and elegance of the facilities, will be even more intense when the Stadium is completed in just over a year from now. But the image projected by the Olympic Park ten years ago was quite different. The situation the newly-formed Régie faced at the time was nothing short of desperate.

Large-scale construction that had to be completed in a short space of time, severe cost inflation and strained labor relations that dragged productivity down - this was the Stadium's unenviable legacy.

The challenge was taken up nevertheless, as attested by the 72,000 spectators and half-billion television viewers who witnessed the opening ceremonies of the Games of the XXIst Olympiad on July 17, 1976.

The first segment of the Régie's mandate - construction and preparation of the facilities required to hold the Games at the Olympic Park in Montréal - had been fulfilled. The next task was to take over operation of the Olympic Park buildings, to which the Olympic Village was added in April 1976.

In the fall of the same year, a five-man committee headed by architect Jean-Claude Marsan studied possible uses of the Park and Village in the wake of the Games. A survey conducted in the daily press invited the population of Québec to voice their opinion, and over 2,000 replies were received.

The Marsan report recommended that the Olympic Park continue to host sports events, and that its mandate be expanded to include all forms of recreational activities. In the same period, almost a million dollars worth of sports equipment was distributed to organizations that train elite competitors. The furniture that had been used by athletes staying at the Olympic Village was also donated to a hundred or more non-profit organizations.

On December 22, 1978, the Régie's mandate was further expanded to include operation of the Centre Paul-Sauvé.

Over the years, many internationally ranking events have been held at the Olympic Park, demonstrating that its spacious facilities and exceptional flexibility make it the perfect host for large-scale activities. Thanks to the Olympic Park, the Montréal and Québec public have been treated to a whole variety of entertainment events and special gatherings. More than 40 million people have attended an event at the Olympic Park at one time or another, including three million during the 1976 Games alone!

For a number of years, the completion of the Stadium was a recurring theme in everything that was said or written about the Olympic Park. Since last year, as a consequence of the feasibility study submitted by Lavalin, a well-known engineering firm, and the subsequent signing of the turnkey contract, this theme has changed. Now that the unknowns have been reduced to a minimum, conversations are animated more by an impatience to see the Stadium completed once and for all, in May of 1987.

The imminent conclusion of this phase, which has drained off much of the energies of the Régie des installations olympiques, introduces new priorities.

The Régie's key management personnel, officially Vice-Presidents as of October 24 of last year, had until recently been occupied with pre-Olympic commitments and other construction-related matters. They can now concentrate their attention on marketing the Olympic Park, each in his specific field.

With a technical and administrative staff whose experience in operating these unique facilities grows with each year, the Olympic Park now aspires to fulfill the hopes it aroused at its inception.

The accomplishments of the past ten years augur well for the future. And the Olympic Park will rise to the occasion!

The Stadium

Undeniably the centerpiece of the Olympic Park, the Stadium is a perennial attraction for crowds of enthusiastic spectators. In the fall of 1976 it proved that it was an unparalleled venue for professional sports events. On September 26 of that year, 63,903 spectators attended the first sports event held at the Stadium, a football game in which the Montréal Alouettes defeated the Ottawa Rough Riders by a score of 23 to 2.

In 1977, baseball fans were treated to their first regular season. The Expos baseball club and the Concordes football club, renamed the Alouettes in March 1986, remain the Stadium's biggest users, regularly attracting huge crowds.

In addition to the regular season games, the Canadian Football League Grey Cup finals were held in the Stadium in 1977, 1979, 1981 and 1985, and attendance has totaled more than 200,000 spectators. Baseball fans were also delighted when the first all-star game held outside the United States was played at the Stadium in 1982.

In 1984, the Stadium received a fresh blanket of Astroturf VIII artificial grass, and a retractable pitcher's mound was installed. The hydraulic mound, the second of its kind to be installed in America, makes the preparations for baseball and football games much simpler.

A review of the sports activities at the Stadium in the past ten years would certainly not be complete without mention of the Games of the XXI^e Olympiad, the second Coupe du monde d'athlétisme and the short but eventful career of Le Manic soccer club.

But this review would be just as incomplete if the Laurentide SuperMotocross were omitted. Attendance at the SuperMotocross has increased each year since the competition began, and ticket sales reached the 62,000 mark at last year's edition. In May 1986, the tenth anniversary of the event will be celebrated with a special expanded program, spanning two consecutive nights for the first time. The Laurentide SuperMotocross is co-produced by the Régie des installations olympiques and Molson's Brewery Québec Limited.

In the summer after the Olympic Games, 153,000 rock music fans discovered that the Stadium could also offer them concerts by supergroups like Pink Floyd and Emerson, Lake and Palmer. The magic was conjured up again in 1983, when The Police appeared, and this was followed by the unforgettable Diane Dufresne and Micheal Jackson concerts in 1984.

Trade fairs are a field that Stadium management was quick to explore. In 1978, the Salon international de l'agriculture et de l'alimentation used the 200,000 square feet of space available behind the grandstands and on Stadium Level 100. A number of shows, including the renowned Salon National de l'Habitation, have used this space every year since then.

Mass meetings, often religious in character, regularly bring the Stadium's expansive enclosure to life. You have to attend one of these popular events to experience the incredible symbiosis that develops between the Stadium's grandiose structure, the thousands of people who animate it on such occasions and the solemnity of these special moments.

More than a million people have attended events of this kind, events like the Congrès canadien francophone du Renouveau Charismatique Catholique in 1977 and 1979, the Centenary of the Knights of Columbus, ceremonies held to celebrate the beatification of Brother André and the visit of His Holiness Pope Jean-Paul II in 1984. The huge meetings of the Jehovah's Witnesses, which were held in 1978, 1979 and 1985, occupy an important place among these activities. Finally, another major event held last year was the congress of the International Association of Alcoholics Anonymous.

After a wait of several years, the Stadium will be completed soon, and this will mean it can be used all year round, despite the harsh conditions that characterize our climate. Apart from enabling us to rationalize and expand activities already being held at the Stadium, and, naturally, add new activities, the mast will make further rental space available. The new tenants who occupy this space will join the Regroupement Loisir Québec and the 600 workers in its various sports and sociocultural federations who have been housed by the Stadium since last May.

The observation deck at the top of the mast and the outside funicular railway that will provide access to it will further enhance the Stadium's attraction and extend its reputation.

The Velodrome

As soon as you set foot in it there are surprises! Of course its outside form, giving it the appearance of a huge cyclist's helmet, leaves no one indifferent. But when you contemplate the immense amphitheater, which lacks any internal supports, you cannot help but be impressed. The profusion of daylight that streams into the structure adds to the magic, while a host of other design features - from the track to the lattice-like array of skylights - complete the enchantment.

Obviously the main attraction is cycling. The Velodrome had its baptism in the 1976 Olympic Games, and the activity has never ceased. Amateur bicycle federations quickly mastered the curves and banks of the track. However, the Velodrome also offered the general public a chance to become acquainted with indoor cycling, and tens of thousands of enthusiasts have responded to the invitation over the years.

Cycling championships are held every year, and the first professional 6-day race to be held since 1972 was organized in 1979. Eleven nations were represented. Cycling Sundays are another initiative that forges a link between professional cyclists and fans each year.

Of course the Velodrome is not restricted to cycling. Its immense central area, which can be transformed into a skating rink, also provided a breathtaking backdrop for performances by Toller Cranston in October and December 1976, and can easily accommodate the many homes that are built each year for the popular Salon National de l'Habitation.

The list of events is long and varied. There were the XXII^e Championnats mondiaux de patinage à roulettes, held in 1977; the indoor Florales in May 1980, attended by more than 225,000 people in just thirteen days; the Vegas Circus, which attracted more than 125,000 spectators to its shows in 1981; and, more recently, there were the XXIII^e Championnats mondiaux de gymnastique, which were held November 3 through 10, 1985.

The Velodrome also hosted the first trade show ever produced at the Olympic Park, the Salon de la moto in February 1977. The Salon de la Femme ranks a close second, but certainly not in importance!

Every year the Velodrome presents a number of shows that occupy it for a large part of the year. The Salon international de l'agriculture et de l'alimentation, which has been hosted by the Velodrome since 1978, could not be held last year because of the XXIII^e Championnats mondiaux de gymnastique, which took place at the same time of the year. New shows are added each year: in 1985 there was le Village de Noël. And we would like to extend a special welcome to the Salon de la Femme, which is returning to the Velodrome in 1986.

In addition to shows of all kinds, trade shows and cycling, the Velodrome is also a favorite site for large meetings. In May 1984, for example, there was the reunion of people who had worked on the James Bay project. More than 4,000 people attended that memorable event. In the same month, the Régie's Catering Service arranged a banquet for 3,100 guests who came to the Velodrome to commemorate the 25th anniversary of the beatification of Mother Marguerite d'Youville.

The Velodrome most definitely has more than one option open!

The Pools

The Pools are undoubtedly the place where the balance the Olympic Park has struck between two basic principles - excellence and ease of access - is most clearly visible. Athletes in training, children learning to swim and adults wishing to enjoy the benefits of physical conditioning mingle here on a regular basis.

But everything is not simply mixed together - far from it! Coordinated use of the six pools, the omnisports hall, gymnasium and a few other facilities ensures everyone's needs are catered to.

The Pools were adapted and developed as soon as possible precisely in order to offer quality services to the population of the eastern section of the City of Montréal.

At the conclusion of the 1976 Olympics, none of the pools, apart from the wading pool, was less than two meters deep. Not exactly ideal for children learning to swim! In May 1977, a Québec company installed an ingenious mobile bottom designed specifically for the dimensions and uses planned for the competition pool. As a result, the 50 by 25 meter Olympic pool can be used in alternation for international - calibre competitions and aquatic activities of all kinds for the young and not-so-young.

In 1978, a program was set up to allow school children to enjoy a full day of activities at the Olympic Park Pools. By October 31, 1985, 370,000 schoolchildren had taken part in the program, which runs throughout the school year.

But water sports are not the only activities that take place at the Pools. A complete physical fitness program has been developed incorporating the facilities of the omnisports hall and a few other rooms, and its popularity is growing.

It can easily be seen that ease of access and a striving for excellence have been fused, with fine results, in the public programs based on the pools and the training rooms, or both.

The Pools have also been the site of some "classic" competitions. There were the Bouts de choux competitions for young swimmers; the Invitation du Parc Olympique, bringing together swimmers from many countries; the Compétition des maîtres, in which seasoned veterans took to the water, mostly for the sheer fun. And there have been major championships as well: the Championnats canadiens de la Coupe Esso, held at the Pools in 1983 and 1985, and the Coupe du Québec Esso, which returned to the Olympic Park for the fourth time in 1985.

The Olympic Village

The Régie des installations olympiques became owner of the Olympic Village on April 6, 1976 under the terms of the Act respecting the Olympic Village. The Régie was responsible for preparing the Village to house the more than 9,000 athletes and team officials who were to arrive in three months.

After the Games of the XXI^e Olympiad, the Marsan committee recommended that the Village be transformed into a residential and commercial complex. While the Québec Housing Corporation would set up a non-profit corporation to manage the Village, the Régie was to oversee the conversion and complete other work.

On December 22, 1978, the Régie received a mandate to rent out the first pyramid and manage the facilities. One hundred subsidized flats for low-income pensioners were to be allocated.

To do this, a form was sent to all eligible pensioners across Québec. When the forms were returned, a draw was held to assign the apartments. Of course, the draw was conducted according to accepted rules, and under the supervision of an accounting firm. When the second pyramid was made available for rental, another draw was held to allocate 100 more apartments.

On January 5, 1979, a rental office was set up. In its first month tenants were found for 191 apartments. The unexpectedly strong response encouraged the Government to put the second pyramid up for rental on March 21. By May, 82.4% of the apartments in the first pyramid and 51.2% of those in the second had been rented. Ten months after it had opened for rental, 798 flats were rented, representing 81% of the total for the two pyramids. Two months later, or one year after the beginning of rental, all 980 apartments were occupied. And they still are today. It should be added that there is still a waiting list with the names of 500 people who want to occupy an apartment in this residence, known for its fine living environment.

The Village has more than 2,000 residents, plus another thousand people working in the various offices and shops. Businesses occupy almost 200,000 square feet of rental space on the lower levels of the two pyramids.

As a final touch, the huge outdoor parking areas located behind the pyramids were paved in 1984. The Village's parking lots now have a 500-car capacity.

The size of the residential population and the «9 to 5» population makes the Village a new neighborhood in the City of Montréal, a neighborhood with its own services and recreational organizations.

Centre Paul-Sauvé

The Centre Paul-Sauvé celebrated its 25th anniversary in 1985. Even though it had to close its doors in June 1978, it bounced back quickly under the administration of the Régie des installations olympiques, which assumed ownership of the site and the mandate to administer it on December 22, 1978.

After its first year of operation by the Régie, 433,000 people attended or took part in events there. It should be borne in mind that on average there are twice as many participants as spectators at the Centre Paul-Sauvé. This is undoubtedly a result of its high degree of integration into the community it serves. Many of the events held there draw large turnouts - from exhibition hockey games to bingo nights. Bingo alone drew more than 160,000 people in 1985.

The fact that the Centre Paul-Sauvé is a living part of its environment does not prevent it from attracting boxing and wrestling fans from the metropolitan area and beyond. The programs presented there have acquired quite a reputation.

Added to this already full slate of activities are trade shows, cultural programs, recreational events and all kinds of meetings.

In the seven years that the Régie has administered it, 3.7 million people have used the Centre Paul-Sauvé, or an annual average in excess of a half million!

Tourism

A sports complex on the scale of the Olympic Park cannot be built without having an impact on the tourism industry, especially when the facilities are inaugurated by an event as prestigious as the Olympic Games.

During the first year following the Games, more than 200,000 people signed up for the guided tours that had just been hastily arranged. Since then these trailblazers have been followed by a million others.

Since it became apparent that the Olympic Park would continue to be a point of interest, services provided to tourists were combined into a single Tourist Reception Center, which was opened in 1984.

While the Center is the starting point for a tour that has won itself a reputation in the Québec tourist industry, it is also an attraction in its own right. A projection room has been set up for screenings of an impressive audio-visual presentation that gives spectators the information they need to really appreciate the Olympic Park. The visitor may then inspect a scale-model that helps situate the various buildings in the big Olympic quadrangle. A shop with a wide variety of souvenirs for sale completes these services, which are all grouped under one roof.

In the past few years, an average of about 90,000 people have visited the complex annually. Moreover, the completion of the Stadium will undoubtedly boost the number of visits, beginning in the 1987 tourist season.

As soon as the Stadium's mast is completed, an observation deck will be built at the top. It will be reached by a unique outdoor funicular railway that is to climb up the back of the mast. The ascent will be an attraction in itself. The operation of this new center of interest will be combined with original tourist services and products to increase the Olympic Park's potential for success.

The Régie is working to see these dreams come true by undertaking aggressive promotional activities in conjunction with officials in the tourist industry.

Commercial activity

Commercial revenues from the Olympic Park have increased as the products offered have been developed and refined in recent years.

The private boxes in the Stadium are an interesting example of this. From an original thirteen in 1978, their number increased to twenty-nine in 1982 and thirty-four in 1984. Most of them are rented by large companies. However, the Régie does offer the possibility of renting a private box for a single event, bringing this effective public relations tool within the reach of individuals and companies with limited promotion budgets. The private boxes are outfitted with modern indoor living rooms and exclusive seats located at an ideal height around the Stadium. A catering service and experienced service personnel add the final touch to a perfect evening of entertainment.

At the same level as the private boxes are the panels of the Stadium's largest permanent sign system, 500-level advertising. The Stadium's permanent advertising, comprising several networks of lighted signboards, the 500-level advertising and a few outside modules, generate considerable income - over one million dollars in 1985.

The Olympic Park's immense underground parking lots, which can accommodate up to 4,000 cars, are used very judiciously. In addition to parking for each event, the Régie has developed the monthly parking market and offers storage for recreational and other vehicles for the winter season. An exclusive reserved parking program for baseball season ticket holders has been an unexpected and highly lucrative success.

Revenues from tourist activities are also growing, especially incomes from the souvenir shop, which now offers a whole range of interesting products.

The Régie has high hopes in year-round use of the interior of the Stadium, and expects the observation deck will draw larger numbers of tourists. The experience it has acquired and recent improvements make to products and facilities attest to the Régie's ongoing efforts to market the Olympic Park as effectively as possible.

**Participation
Statistics
1984-1985**

Activities	Events Days of public activities	In* Out*	Total	Participation				
				Athletes	Public participation	Exhibitors, organizers	Spectators	Total
Stadium								
Sports events	90	22	112	9 300		38 124	1 707 872	1 755 296
Commercial events	30	15	45			30 458	585 251	615 709
	120	37	157	9 300		68 582	2 293 123	2 371 005
Velodrome								
Sports events	250	37	287	1 384	12 780		17 002	31 166
Commercial events	50	26	76			23 096	359 202	382 298
	300	63	363	1 384	12 780	23 096	376 204	413 464
Pools								
Sports events	8 405,5h			14 453	196 382			210 835
Commercial events	887 h				12 389			12 389
	9 292,5h			14 453	208 771			223 224
Outdoors areas								
					10 743		2 410	13 153
Guided tours								
					85 367			85 367
Parking								
					515 648			515 648
				25 137	833 309	91 678	2 671 737	3 621 861

* «In» and «Out» refer to the number of days taken up in installing and withdrawing for events.

**Participation
Statistics
1976-1985***

Activities	Events Days of public activities	In** Out**	Total	Participation				
				Athletes	Public Partici- pation	Exhibitors, organizers	Spectators	Total
Stadium								
Sports events	971	267	1 238	77 712	147 575	306 042	21 078 871	21 610 200
Commercial events	244	140	384			225 078	3 718 116	3 943 194
	1 215	407	1 622	77 712	147 575	531 120	24 796 987	25 553 394
Velodrome								
Sports events	2 330	72	2 402	35 239	161 470		249 560	446 269
Commercial events	574	291	865			125 968	3 982 043	4 108 011
	2 904	363	3 267	35 239	161 470	125 968	4 231 603	4 554 280
Pools								
Sports events	49 285h			114 899	1 358 140		51 290	1 524 329
Commercial events	10 522h				162 368		47 000	209 368
	59 807h			114 899	1 520 508		98 290	1 733 697
Outdoors areas								
				3 540	644 612		153 652	801 804
Guided tours								
					1 180 898			1 180 898
Parking								
					3 800 255			3 800 255
				231 390	7 455 318	657 088	29 280 532	37 624 328

* Excluding the Games of the XXIst Olympiad.

** «In» and «Out» refer to the number of days taken up in installing and withdrawing for events.

**Régie des
installations
olympiques**

**Revenue Fund
Financial Statements
October 31, 1985**

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Auditors' Report

To the Minister responsible for the
Régie des installations olympiques

We have examined the balance sheet of the Revenue Fund of the Régie des installations olympiques as at October 31, 1985 and the statement of earnings and surplus for the year then ended. Our examination was made in accordance with generally accepted auditing standards and accordingly included such tests and other procedures as we considered necessary in the circumstances.

In our opinion, these financial statements present fairly the financial position of the Revenue Fund of the Régie des installations olympiques as at October 31, 1985 and the results of its operations for the year then ended in accordance with the principal accounting practices described in Note 2, applied on a basis consistent with that of the preceding year.

Raymond, Chabot, Martin, Poiré & Associés

Chartered Accountants

Montréal
December 20, 1985

**Revenue Fund
Earnings and Surplus**
year ended October 31, 1985

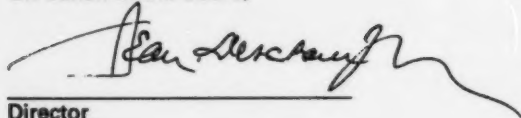
	1985	1984
Revenue		
Sports installations:		
Rent and entrance fees	\$ 4,898,027	4,972,828
Parking	1,301,952	1,313,280
Apartments, commercial and office space:		
Rent and parking	9,841,510	8,778,801
Fees — food concessions	969,983	1,061,423
Restaurants	1,262,273	1,351,554
Advertising	1,343,531	1,128,266
Energy cost recovered from third parties	721,839	675,634
Work and services billed to tenants	474,239	825,748
Tours and souvenirs	404,203	379,735
Other revenue	204,083	357,896
	<u>21,421,640</u>	<u>20,845,165</u>
Expenses		
Salaries — regular employees	6,615,745	6,563,402
Salaries — casual employees	1,388,614	1,426,642
Employee benefits	710,312	680,109
Service contracts	6,007,227	5,663,584
Materials and equipment rentals	1,841,601	1,502,225
Food and beverages for restaurants	461,428	495,691
Energy, heating, lighting and air conditioning	3,975,757	3,706,779
Insurance, taxes and easement	826,685	769,088
Fees and rights	257,908	207,544
Interest on short-term loans	574,830	681,355
Tickets to events for purposes of resale	418,778	380,509
Stationery, printing, telephone and messenger service	444,677	539,464
Advertising	284,317	265,164
Other expenses	532,560	529,567
Depreciation	1,927,136	1,874,371
	<u>26,067,575</u>	<u>25,285,494</u>
Less: Expenses charged to the Construction Fund	688,056	637,894
	<u>25,379,519</u>	<u>24,647,600</u>
Operating Deficit	<u>(3,957,879)</u>	<u>(3,802,435)</u>
Exceptional Revenue (Expenses) (note 3)	<u>(432,274)</u>	<u>(466,984)</u>
Total Deficit	<u>(4,390,153)</u>	<u>(4,269,419)</u>
Provincial Government Grant (note 4)	2,613,824	6,902,000
Net Surplus (Deficit) for the year	<u>(1,776,329)</u>	<u>2,632,581</u>
Surplus (Deficit), beginning of year	<u>1,776,329</u>	<u>(856,252)</u>
Surplus, end of year	\$ <u>—</u>	<u>1,776,329</u>

The accompanying notes are an integral part of the financial statements.

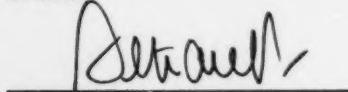
**Revenue Fund
Balance Sheet**
October 31, 1985

	1985	1984
Assets		
Cash	\$ 72,261	206,419
Accounts Receivable	724,932	938,773
Balance of Grant Receivable	116,249	
Inventory	546,829	554,920
Prepaid Expenses	246,993	183,463
Fixed Assets, at depreciated cost (note 5)	10,118,142	8,188,948
	<u>\$ 11,825,506</u>	<u>10,072,523</u>
Liabilities		
Bank Advances	\$ 109,156	
Short-Term Loans	6,281,000	3,600,000
Accounts and Commitments Payable	4,026,279	3,601,588
Due to Construction Fund	100,815	31,967
Deferred Revenue	1,308,256	1,062,639
	<u>11,825,506</u>	<u>8,296,194</u>
Surplus		<u>1,776,329</u>
	<u>\$ 11,825,506</u>	<u>10,072,523</u>

On behalf of the Board,



Director



Director

The accompanying notes are an integral part of the financial statements.

**1. Governing Statute and
Nature of Operations**

The Régie des installations olympiques, the "Régie", is a mandatory corporation of the Government of Québec, incorporated by an act adopted by the Government of Québec, an Act to incorporate the Régie des installations olympiques.

The Régie was mandated to operate the Olympic installations, the Olympic Village and the Centre Paul-Sauvé.

The Régie's revenue must primarily be used for its operations. Any excess funds are to be used for the repayment of loans, advances or other obligations of the Régie concerning the completion of the Olympic installations. As soon as the above-mentioned loans and advances and other obligations are satisfied, the installations of the Olympic Park will become the property of the city of Montréal.

**2. Summary of Principal
Accounting Practices**

Expenses Charged to the Construction Fund:

The Régie charges to the Construction Fund all direct and indirect administrative expenses related to the completion of installations and to the settlement of pre-Olympic files.

Income Taxes:

Since the Régie is a mandatory corporation of the Government of Québec, it is not subject to income taxes.

Claims:

The Régie does not account for claims against third parties until the receipt of payment.

Inventory:

Inventory is valued at the lower of cost and net realizable value. Cost is determined by the average cost method.

Fixed Assets:

Fixed assets acquired for operating purposes are recorded at historical cost and depreciated over their estimated useful lives on the straight-line basis at the following annual rates:

Equipment and electric appliances	• 20%
Outside electronic display boards	• 10%
Specific and leasehold improvements	• Term of Régie's tenant's lease for leased space and 20% for others
Artificial turf – Stadium	• 12 1/2%
Rolling stock	• 26 1/3%

Commitments Payable:

The Régie accounts for goods and services as expenses upon the issuance of purchase orders.

**3. Exceptional Revenue
(Expenses)**

	1985	1984
Proceeds from claims	\$ 68,300	675,483
Major repair expenses	(500,574)	(473,722)
Interest paid on the settlement of rent with the City of Montréal		(668,745)
	\$ (432,274)	(466,984)

**Revenue Fund
Notes to Financial
Statements**

October 31, 1985

4. Provincial Government Grant

The grant paid by the Provincial Government as financial assistance for the Régie to cover the deficit for the year ended October 31, 1985 was determined as follows:

Total deficit for the year ended October 31, 1985	\$ 4,390,153
Less: Utilization of the accumulated surplus as at October 31, 1984	1,776,329
	<u>\$ 2,613,824</u>

The Treasury Board of the Government of Québec notified the Régie that the grant for financial assistance will be established as follows in the future:

- The Régie will continue to present its application for a grant upon presentation of the annual budget;
- The Government will pay 75% of the expected grant during the year;
- Upon presentation of the Régie's financial statements, the Government will pay the balance needed to compensate the deficit, to the extent of the maximum provided in the budget;
- If, in a year, the operating deficit should exceed the expected grant, the difference will be paid by the Government in the following year by increasing the following year's budget balancing grant proportionally;
- If payment of the first 75% of the grant should result in a surplus, the Government will recover the surplus by reducing the following year's grant proportionally.

5. Fixed Assets

			1985	1984
	Cost	Accumulated Depreciation	Net Book Value	Net Book Value
Equipment	\$ 4,950,234	3,728,212	1,222,022	1,226,985
Electrical appliances	1,317,118	1,317,118		
Outside electronic display boards	1,239,227	299,776	939,451	1,063,374
Specific and leasehold improvements (1)	9,898,864	3,616,329	6,282,535	3,046,532
Artificial turf – Stadium	1,955,152	486,275	1,468,877	1,690,236
Rolling stock	280,663	183,814	96,849	89,561
Projects in process	108,408		108,408	1,072,260
	<u>\$ 19,749,666</u>	<u>9,631,524</u>	<u>10,118,142</u>	<u>8,188,948</u>

(1) The increase is principally due to the improvements of offices for an important tenant.

6. Comparative Figures

Certain comparative figures have been reclassified to conform with the presentation adopted in the current year.

**Régie des
installations
olympiques**

**Construction Fund
Financial Statements**
October 31, 1985

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Auditors' Report

To the Minister responsible for the
Régie des installations olympiques

We have examined the balance sheet of the Construction Fund of the Régie des installations olympiques as at October 31, 1985 and the statements of changes in financial position and construction cost – installations for the year then ended. Our examination was made in accordance with generally accepted auditing standards and accordingly included such tests and other procedures as we considered necessary in the circumstances.

In our opinion, these financial statements present fairly the financial position of the Construction Fund of the Régie des installations olympiques as at October 31, 1985 and the changes in its financial position and in its construction cost – installations for the year then ended in accordance with the principal accounting practices described in Note 3, applied on a basis consistent with that of the preceding year.

Raymond. Chabot, Martin, Paré & associés

Chartered Accountants

Montréal
December 20, 1985

Construction Fund
Changes in Financial
Position
Year ended October 31, 1985

	1985	1984
Cash, beginning of year	\$ 158,755	157,022
Source of Funds		
Short-term loans, net		12,250,000
Contributions received from Special Olympic Fund	49,132,000	36,670,000
Proceeds from the sale of fixed assets	33,214	79,464
	49,165,214	48,999,464
Application of Funds		
Net repayment of short-term loans	650,000	
Repayment of long-term debt from the contributions received from the Special Olympic Fund and proceeds of short-term loans		40,000,000
Construction disbursements	33,611,072	8,968,358
Advance on construction contract	14,864,076	
Proceeds from the sale of fixed assets transferred to the Special Olympic Fund	112,678	
Net variation in other assets and liabilities	97,358	29,373
	49,335,184	48,997,731
Increase (Decrease) in Cash	(169,970)	1,733
Cash (Bank Overdraft), end of year	\$ (11,215)	158,755

**Construction Fund
Construction Cost —
Installations**

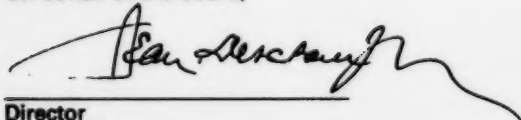
Year ended October 31, 1985

			1985	1984
	Cost	Provision for Settlements (notes 6 and 8)	Total	Total
Olympic Park:				
Balance, beginning of year	\$ 955,392,237	9,807,720	965,199,957	967,704,235
Completion cost for the year	25,390,812		25,390,812	5,074,384
Claims settled by means of the provision	9,509,661	(9,509,661)		
Increase in the provision		539,294	539,294	(7,578,662)
Financial expenses	289,546		289,546	
Balance, end of year	990,582,256	837,353	991,419,609	965,199,957
Olympic Village:				
Balance, beginning of year	98,767,486	3,345,458	102,112,944	99,609,379
Completion cost for the year	139,560		139,560	1,381,065
Increase in the provision		943,587	943,587	1,122,500
Balance, end of year	98,907,046	4,289,045	103,196,091	102,112,944
	\$ 1,089,489,302	5,126,398	1,094,615,700	1,067,312,901

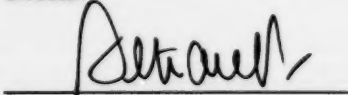
The accompanying notes are an integral part of the financial statements.

	1985	1984
Assets		
Construction Cost — Installations (page 17)	\$ 1,094,615,700	1,067,312,901
Interest on Long-Term Debt Capitalized	16,160,455	16,160,455
	<u>1,110,776,155</u>	<u>1,083,473,356</u>
Contributions Received (note 4)	(584,280,138)	(535,128,138)
	<u>526,516,017</u>	<u>548,345,218</u>
Other Assets:		
Cash		158,755
Accounts receivable	46,035	19,075
Advance on construction contract	14,864,076	
Advance to Revenue Fund	100,815	31,967
Prepaid expenses	4,840	3,290
Accrued interest to be assumed by the Special Olympic Fund during subsequent year	13,376,880	16,114,170
	<u>28,392,646</u>	<u>16,327,257</u>
	<u>\$ 554,908,663</u>	<u>564,672,475</u>
Liabilities		
Bank Overdraft	\$ 11,215	
Long-Term Debt (note 5)	519,627,248	519,627,248
Short-Term Loans	11,600,000	12,250,000
Accounts and Commitments Payable (note 6)	9,396,036	16,601,593
Holdback on Construction Contract	895,284	
Due to the Special Olympic Fund		79,464
Accrued Interest	13,376,880	16,114,170
	<u>\$ 554,908,663</u>	<u>564,672,475</u>

On behalf of the Board,



Director



Director

**1. Governing Statute and
Nature of Operations**

The Régie des installations olympiques, a mandatory corporation of the Government of Québec, is the owner of all moveable and immoveable installations provided for the Games of the XXIst Olympiad, the Olympic Village and the Centre Paul-Sauvé and was given the responsibility of carrying on the construction and equipping of the aforesaid installations.

The Régie's revenue must primarily be used for its operations. Any excess funds are to be used for the repayment of loans, advances or other obligations of the Régie concerning the completion of the olympic installations. As soon as the above-mentioned loans and advances and other obligations are satisfied, the installations of the Olympic Park will become the property of the City of Montréal.

2. Associated Organization

The Special Olympic Fund was constituted by the Act to establish a Special Olympic Fund. This Fund was created to collect from the Minister of Revenue the special tax on tobacco, the proceeds from the sale of the fixed assets of the Régie's Construction Fund and formerly, the net receipts reserved for Québec from Loto-Canada.

Managed by the Minister of Finance of Québec, this Special Fund is to be used solely for the repayment of the Régie's loans and related interest and for the completion cost of the Olympic installations.

**3. Summary of Principal
Accounting Practices**

Construction Cost — Installations:

Excluding the land on which the Olympic installations are built and the cost of the installations of the Centre Paul-Sauvé, the cost includes construction, administrative and financing costs and all issue expenses related to long-term debt incurred since the beginning. The cost of machinery and equipment used during the construction period has also been charged to the construction cost of the installations.

Sale of Assets:

When assets accounted for in the Construction Fund are sold, their costs and the corresponding contributions are not written off. However, the proceeds are remitted to the Special Olympic Fund in accordance with the act governing this Fund.

Contributions Received:

The Régie's policy is to not charge to its operating revenue the depreciation of the construction cost of the Olympic Park and Olympic Village installations, which is reduced by contributions received.

In addition to direct contributions received from associated organizations, contributions received include the repayment of the long-term debt by the Special Olympic Fund.

Contributions received exclude interest on long-term debt and on short-term loans and possible additional disbursement resulting from the fluctuation of the exchange rate at the time of the repayment of debt in foreign currency which are assumed directly by the Special Olympic Fund.

Foreign Currency Translations:

The long-term debt of the Construction Fund includes a loan payable in US currency. This loan is accounted for in Canadian currency at the rates of exchange prevailing at the time the loans were contracted in 1976, although refinancing was contracted during the fiscal years ended October 31, 1978, 1979 and 1982.

Expenses Charged from the Revenue Fund:

The Régie charges to the Construction Fund all direct and indirect administrative expenses related to the completion of installations and the settlement of pre-Olympic files.

Claims:

The Régie does not account for claims against third parties until the receipt of payment.

Commitments Payable:

The Régie accounts for goods and services as expenses upon the issuance of purchase orders.

4. Contributions Received	1985	1984
Contributions from the Special Olympic Fund:		
Applied to the construction cost — installations	\$ 86,732,277	37,600,277
Applied to the repayment of the debt	235,516,778	235,516,778
	<u>322,249,055</u>	<u>273,117,055</u>
Contributions from the Comité organisateur des Jeux olympiques:		
Applied to the Olympic Park	113,871,992	113,871,992
Applied to the Olympic Village	77,490,000	77,490,000
	<u>191,361,992</u>	<u>191,361,992</u>
Contributions from the City of Montréal:		
Applied to the Olympic Park	70,649,091	70,649,091
	<u>\$ 584,260,138</u>	<u>535,128,138</u>

5. Long-Term Debt

Promissory notes in US currency, annual interest rate of 3/8 of 1% over the London Interbank offered rate until July 15, 1987 and 1/2 of 1% subsequently, payable quarterly, semiannually or annually at the option of the Régie, repayable by semiannual instalments of \$ 27,663,634 as of July 16, 1986, maturing on July 16, 1992 (a)	\$ 359,627,248	359,627,248
Promissory notes, interest at annual bank prime rate less 5/8 of 1%, payable semiannually, maturing on June 3, 1990	60,000,000	
Bonds, interest at annual bank prime rate less 5/8 of 1%, payable semiannually, maturing on July 10, 1990	50,000,000	
Bonds, interest at annual bank prime rate less 5/8 of 1%, payable semiannually, maturing on December 1, 1991	50,000,000	
Bonds, interest at annual bank prime rate, payable semiannually, maturing on March 31, 2000, prepaid in 1985		60,000,000
Promissory notes, interest at annual bank prime rate less 1/4 of 1%, payable semiannually, maturing on April 15, 1990, prepaid in 1985		50,000,000
Bonds, interest at annual bank prime rate less 1/4 of 1%, payable semiannually, maturing on December 1, 1991, prepaid in 1985		50,000,000
	<u>\$ 519,627,248</u>	<u>519,627,248</u>

All promissory notes and bonds are secured by the Province of Québec.

- (a) If these promissory notes, having a par value of \$360,000,000 US, had been translated at the exchange rate in effect at the balance sheet date instead of at the historical rate, an additional liability of \$132,673,000 (\$113,556,000 in 1984) would have been recorded.

The instalments on the principal of the long-term debt for the next five years are as follows:

1986	\$ 27,663,634
1987	55,327,269
1988	55,327,269
1989	55,327,269
1990	55,327,269

6. Accounts and

Commitments Payable

Accounts and commitments payable	\$ 4,271,638	3,448,415
Provision for future settlements related to claims and pending files	5,126,398	13,153,178
	<u>\$ 9,398,036</u>	<u>16,601,593</u>

7. Commitment

The Régie is committed for an amount of \$117,000,000 under a turnkey contract entered into during the year for the construction of the mast and the retractable roof for the Olympic Stadium. As at October 31, 1985, an amount of \$21,291,676 had been paid and recorded and an advance of \$14,864,076 had also been paid to the contractor. This contract contains an indexation clause, based on the salary increase of construction employees as of May 1, 1986. The completion cost will be partly financed by short-term loans that will be subsequently repaid by contributions from the Special Olympic Fund.

8. Contingency

The complexity and extent of operations involved in the construction of the Olympic Village and the Olympic Park installations make it difficult to give a fair estimate of the contingent liability that may result.

Lawsuits and claims have been initiated by or against the Régie. As at October 31, 1985, unsettled lawsuits and claims pending against the Régie total approximately \$34,000,000 (\$64,000,000 in 1984). Based on an analysis, the current provision of \$5,126,398 is considered sufficient for all the files. Any difference between the amount paid and the provision will be charged to the cost of Olympic installations.

**Régie des
installations
olympiques**

**Special Olympic Fund
Financial Statements
October 31, 1985**

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Notice to Reader

The financial statements of the Special Olympic Fund for the year ended October 31, 1985, prepared by the officers of the Department of Finance of Québec, who are responsible for the management of the Fund, have not been audited. However, this Fund's financial statements are subject to an annual audit as at March 31 by the Auditor General of Québec.

**Special Olympic Fund
Changes in Financial
Position**

From November 1, 1984 to October 31, 1985
(Unaudited)

	1985	1984
Source of Funds		
Special tax on tobacco (note 1)	\$ 112,857,769	115,070,450
Proceeds from short-term loans, Construction Fund of The Régie des installations olympiques (note 3)	206,488,248	69,800,000
Interest on short-term investments and bank deposits	10,665	513,956
Proceeds from the sale of fixed assets of the Construction Fund of the Régie des installations olympiques	15,713	79,464
Proceeds from long-term loans	160,000,000	
	<u>479,372,395</u>	<u>185,463,870</u>
Application of Funds		
Repayment of principal of the long-term debt, Construction Fund of the Régie des installations olympiques	160,000,000	40,000,000
Repayment of principal of the short-term debt, Construction Fund of the Régie des installations olympiques (note 3)	207,138,248	57,550,000
Repayment of share of indemnity paid by the Department of Revenue to mandataries who collect the tax	5,612,865	
Interest on short-term debt, construction Fund of the Régie des installations olympiques	1,450,899	252,988
Interest on long-term debt, Construction Fund of the Régie des installations olympiques	66,082,827	74,983,013
Completion cost of the Olympic installations	48,482,000	8,920,000
	<u>488,766,840</u>	<u>181,706,001</u>
Increase (Decrease) in Funds	<u>(9,394,445)</u>	<u>3,757,869</u>
Fund Balance, beginning of year	<u>4,384,962</u>	<u>627,093</u>
Fund Balance (Deficit), end of year	\$ <u>(5,009,483)</u>	<u>4,384,962</u>

Special Olympic Fund
Assets and Liabilities
October 31, 1985
(Unaudited)

	1985	1984
Assets		
Cash	\$ 26,901	49,001
Receivable:		
Consolidated Revenue Fund of the Province of Québec		4,256,213
Régie des installations olympiques		79,464
Accrued Interest	220	284
	\$ 27,121	4,384,962
Liabilities		
Due to Consolidated Revenue Fund of the Province of Québec (note 2)	\$ 5,036,604	
Fund Balance (Deficit)	(5,009,483)	4,384,962
	\$ 27,121	4,384,962

**Special Olympic Fund
Notes to Financial
Statements**

October 31, 1985
(Unaudited)

Note 1

As at October 31, 1985, the Special Olympic Fund has not recorded in earnings the portion (16.681%) of the tax on tobacco collected and/or to be collected in November 1985 by the Department of Revenue, from its agents and mandataries for the month of October 1985. This accounting practice was also applied during the prior financial year.

Note 2

**Due to Consolidated Revenue Fund
of the Province of Québec**

Surplus earnings amount during the years 1981 to 1984:	
Unpaid balance of the share of the indemnities paid by the Department of Revenue to the mandataries who collect the tax	\$ 4,682,865
Surplus earnings amount in October, 1985	353,739
	<u>\$ 5,036,604</u>

Note 3

	1985	1984
Balance of Short-Term Loans as at November 1, 1984	\$ 12,250,000	
Plus: Loans for the period	<u>206,488,248</u>	69,800,000
	<u>218,738,248</u>	69,800,000
Less: Repayments for the period	<u>207,138,248</u>	57,550,000
Balance of Short-Term Loans as at October 31, 1985	<u>\$ 11,600,000</u>	<u>12,250,000</u>

**Régie des
installations
olympiques**

**Additional
Information**

Year ended October 31, 1985

Earnings Segmentation	27
Revenue by Site	28

**Revenue Fund
Earnings Segmentation**
Year ended October 31, 1985

	Sports Installations	Olympic Village	Adminis- tration	Total
Revenue				
Sports installations:				
Rent and entrance fees	\$ 4,898,027			4,898,027
Parking	1,301,952			1,301,952
Apartments, commercial and office space:				
Rent and parking	851,780	8,989,730		9,841,510
Fees — food concessions	969,983			969,983
Restaurants	1,100,988	161,285		1,262,273
Advertising	1,343,531			1,343,531
Energy cost recovered from third parties	721,839			721,839
Work and services billed to tenants	338,589	135,650		474,239
Tours and souvenirs	404,203			404,203
Other revenue	198,927	5,156		204,083
	12,129,819	9,291,821	—	21,421,640
Expenses				
Salaries — regular employees	4,354,576	485,522	1,775,647	6,615,745
Salaries — casual employees	1,317,615	57,349	13,650	1,388,614
Employee benefits	465,072	46,617	198,623	710,312
Service contracts	3,971,365	1,845,191	190,671	6,007,227
Materials and equipment rentals	1,305,106	328,743	7,752	1,641,601
Food and beverages for restaurants	392,472	68,956		461,428
Energy, heating, lighting and air conditioning	3,129,798	845,959		3,975,757
Insurance, taxes and easement	147,301	423,036	256,348	826,685
Fees and rights	68,544	17,461	171,903	257,908
Interest on short-term loans			574,830	574,830
Tickets to events for purposes of resale	418,778			418,778
Stationery, printing, telephone and messenger service	260,115	41,199	143,363	444,677
Advertising	270,076	9,803	4,438	284,317
Other expenses	282,003	143,754	106,803	532,560
Depreciation	1,504,069	352,035	71,032	1,927,136
	17,886,890	4,665,625	3,515,060	26,067,575
Less: Expenses charged to the Construction Fund				
	207,656		480,400	688,056
	17,679,234	4,665,625	3,034,660	25,379,519
Operating Surplus (Deficit)*	\$ (5,549,415)	4,626,196	(3,034,660)	(3,957,879)
Exceptional Revenue (Expenses)				
Proceeds from claims (note 4)				68,300
Major repairs expenses				(500,574)
				(432,274)
Total Deficit				(4,390,153)
Provincial Government Grant				2,613,824
Deficit for the year			\$	(1,776,329)

*The earnings do not take into account any depreciation expense with respect to the cost of Olympic installations and interest on long-term debt. In addition, the Régie is not subject to any municipal tax assessments by the City of Montréal.

Revenue Fund
Revenue by Site
Year ended October, 31 1985

	Stadium	Velodrome	Pools	Centre Paul-Sauvé	Olympic Village	Total
Sports installations:						
Rent and entrance fees \$	3,246,549	417,907	543,569	690,002		4,898,027
Parking	1,090,194	191,523		20,235		1,301,952
Apartments, commercial and office space:						
Rent and parking	836,560	1,600	430	13,190	8,989,730	9,841,510
Fees — food concessions	964,588	4,050		1,345		969,983
Restaurants		598,344		502,644	161,285	1,262,273
Advertising	1,316,520	19,999		7,012		1,343,531
Energy cost recovered from third parties	721,839					721,839
Work and services billed to tenants	209,798	80,172	26,586	22,033	135,650	474,239
Tours and souvenirs	161,634	121,261	121,261	47		404,203
Other revenue	162,266	23,380	1,071	12,210	5,156	204,083
\$	8,709,948	1,458,236	692,917	1,268,718	9,291,821	21,421,640